

The Ohio Department of Job and Family Services (ODJFS) is responsible for developing and supervising the state's public assistance, workforce development, unemployment compensation, child and adult protective services, adoption, child care and child support programs. ODJFS also is the single state agency responsible for the administration of Ohio's Medicaid program. In order to better administer all of these programs, ODJFS has developed a comprehensive strategic plan. This plan is unique in that it links the agency's measurement system directly to its goals and objectives. This ensures alignment throughout the agency, better use of limited resources and agency-wide accountability.

STRATEGIC PLAN

MISSION

To improve the well-being of Ohio's workforce and families by promoting economic self-sufficiency and ensuring the safety of Ohio's most vulnerable citizens.

VISION

To be the nation's leading workforce development and family and health support system.

VALUES

- Accountability
- Innovation
- Teamwork
- Integrity
- Compassion

GOALS AND OBJECTIVES



GOAL 1

Individuals and businesses will realize their greatest degree of economic success, with a workforce equipped with the skills employers need.

OBJECTIVES

- Enhance the skill sets of our workforce to meet the needs of high-growth and emerging industries.
- Improve efficiencies for employers who use our services.
- Decrease the need to rely on temporary financial support.
- Increase the percentage of youth prepared to pursue a career.



GOAL 2

Children will grow up safe and healthy.

OBJECTIVES

- Increase the percentage of safe and healthy children.
- Decrease the percentage of children living in poverty.
- Increase the percentage of children ready for school.
- Increase the access and availability of services contributing to the well-being of children.



GOAL 3

ODJFS will strengthen Ohio families through the delivery of integrated solutions to temporary challenges.

OBJECTIVES

- Maximize the value of services delivered to low-income, working families.
- Improve service delivery outcomes through modernization and innovation.
- Improve customer service through the elimination of silos and bureaucracy.
- Improve the productivity and accountability of our organization.



STRATEGIES

GOAL 1 Individuals and businesses will realize their greatest degree of economic success, with a workforce equipped with the skills employers need.

Director's Priority - Ohio Shale Workforce Development Initiative

Develop a comprehensive workforce training and placement strategy in support of high priority occupations in the natural gas drilling and production industry.

Description: ODJFS, working collaboratively with the Ohio Board of Regents, local workforce investment areas, post-secondary education institutions, and employers, will identify the priority occupations for Ohio and the training, skills, and abilities needed to meet the demand.

TIME FRAME
Mid-term

Develop a strategic plan for supporting the workforce development needs of Ohio employers.

Description: Working collaboratively with the Ohio Department of Development, ODJFS will implement a workforce strategic plan identifying and simplifying access to state services for Ohio employers, especially small businesses. ODJFS also will expand its online portal to enable employers to identify and access placement support and incentives 24/7.

Mid-term

Maximize WIA investment in demand-side workforce training for Ohio employers.

Description: The precarious nature of the current economic recovery calls for maximum investment with those Ohio employers able to create opportunities for expanded employment, as well as with employers who need to improve the skills of their current workforce to compete on a global stage. Using existing as well as new waiver authority, ODJFS will implement policy that enables maximum use of federal resources to support creative On-the-Job (OJT) and incumbent worker training with Ohio employers.

Mid-term

Director's Priority - Accelerate the utilization of short-term On-the-Job Training (OJT) to more rapidly employ Ohioans.

Description: Building on more flexible ODJFS policy and procedures for implementation of federally funded On-the-Job Training (OJT), the Office of Workforce Development will provide assistance and guidance to local Workforce Areas to increase the number of Ohioans achieving employment success through OJT. Assistance will include: easy access to information and /or matching of job seekers and employers regarding current job openings and skill requirements through OhioMeansJobs.com; the use of Wanted Technology to identify jobs that are ready in the short term and the sharing of best OJT practices of local areas.

Mid-term

Integrate labor market information with workforce development programs.

Description: The ODJFS Office of Workforce Development will develop a common interface in www.OhioMeansJobs.com that answers the day-to-day practical questions around workforce development for businesses, job seekers and program providers.

Long-term

Develop enhancements to Ohio Means Jobs to meet the needs of Ohio employers and job seekers.

Description: The ODJFS Office of Workforce Development will enhance the functionality of Ohio Means Jobs (OMJ) to include the development of a data mining tool allowing state staff to provide data about the talent and skills of Ohioans in particular parts of the state; "pushing" job opportunities to unemployment insurance claimants that are matched to their skills; and migrating OMJ to an application-based system in which all links, resources and tools work as one for the user. OMJ will continue to engage customers via social media, including Facebook and LinkedIn.

Long-term



STRATEGIES

GOAL 1 Individuals and businesses will realize their greatest degree of economic success, with a workforce equipped with the skills employers need.

Build new labor market information projection products or tools that expand employment projections by industry and occupation.

TIME FRAME
Long-term

Description: This data is used heavily by policy makers making decisions about training investments, as well as by individual Ohioans making education and career decisions. It includes information about wages, occupational education and training needs.

Automate the certification process for the Work Opportunity Tax Credit (WOTC) program, moving the self-service electronic program to a fully Web-based format.

Long-term

Description: WOTC is a federal tax credit that encourages employers to hire nine categories of job seekers who have "barriers to employment," including public assistance recipients, individuals with disabilities and ex-offenders. Automating and improving the electronic infrastructure will make it easier for employers to apply for the tax credit and reduce the processing time and manual workload at ODJFS. The financial impact for individual businesses is a federal tax credit that is normally a one-time credit of up to \$2,400, but in some cases up to \$9,000 over two years.

Implement state policy on priority of service for Ohio veterans.

Mid-term
Completed

Description: State policy will reinforce the Jobs for Veterans Act by providing program staff policy guidance with respect to priority of service for veterans receiving services at One-Stop Centers. According to federal law, veterans are to receive priority of service in all U.S. Department of Labor-funded job-training programs. If a veteran meets the program qualifications to be enrolled in a Workforce Investment Act program, then he or she has priority over non-veterans in that specific program.

Implement statewide the VETeran Electronic Ready Access Network (VETERAN) pilot program for county One-Stop offices that do not have full-time State Veterans' Program staff.

Mid-term

Description: The VETeran program allows veterans live access to program staff located in the central office via videophones at eight locations that do not have full-time Disabled Veterans' Outreach Program staff or Local Veterans Employment Representatives. The VETeran program increases access to State Veterans' Program staff, increasing the opportunity for Ohio veterans to receive services and obtain employment.

Increase the number of reemployment assessments by an additional 2,000 customers per year, with the goal of decreasing the duration of unemployment for claimants receiving unemployment compensation.

Long-Term
Completed

Description: State law requires reemployment services to be provided to unemployment claimants who are determined to be likely to exhaust their benefits, based on several factors, including whether their employment had been in a declining industry. Selected claimants attend orientation sessions designed to help them overcome barriers to reemployment. They also can take a computerized assessment, which is used to create a customized job search plan.

Open the Employer Resource Information Center (ERIC) system the new unemployment tax system for employers for use by the end of spring 2011.

Short-Term
Completed

Description: ERIC is replacing an unemployment tax delivery, wage reporting and accounting system that is nearly 30 years old. It will serve more than 200,000 employers and process more than \$1 billion in tax revenues each year.



STRATEGIES

GOAL 2 Children will grow up safe and healthy.

Director's Priority - Improve Federal Work Participation Rates

Develop and implement a comprehensive strategy to meet federal Work Participation Rates within Metropolitan Counties by October 1, 2011, with a target of meeting federal standards in FFY 2012.

Description: Meeting with 10 metropolitan counties and the OJFSDA to develop and implement a multi-pronged approach to meeting the rate that may include: the addition and enhancement of automated tools, policy changes, modifications to the CRIS-E system, modifications to the state hearing process, standardized approaches to hardship and good cause, benefit/sanction processing.

TIME FRAME
Short-term

Director's Priority - Expand the number of counties implementing Differential Response

Description: Statutory Support for Statewide Implementation: A major milestone was reached when Differential Response statutory language was signed into law with the state's biennial budget bill on June 30. The provisions contained in the budget bill codify a statewide Differential Response system with two pathways for responding to screened-in reports of child maltreatment (Alternative Response and Traditional Response). The language in the bill allows for continuation of a phased approach to implementation in order to provide sufficient support to counties as they transition to Differential Response. During the first quarter of 2011, eight new Differential Response (DR) county expansion sites were selected through a competitive proposal process facilitated by the Ohio Department of Job and Family Services.

Long-term

Complete the rollout of the financial module of the Statewide Automated Child Welfare Information System (SACWIS) to all counties, as well as the components of SACWIS that will allow us to implement Differential Response statewide.

Description: SACWIS is the state's case management computer system for county public children services agencies, which was implemented in 2008. The initial roll-out of the system to non-metropolitan counties excluded the financial module. The financial roll-out to the remaining counties is on schedule for completion in December 2011. The Alternative Response component of SACWIS is currently in the design phase, with completion scheduled for September 2011. The Results Oriented Measures (ROM), which is a reporting tool in SACWIS, is approximately 65% complete.

Long-term

Enhance reporting and oversight of Ohio's progress toward meeting the federal performance standards for child safety, permanency and well-being by completing the Results Oriented Measures (ROM) reporting tool, implementing statewide Child Protection Oversight and Evaluation (CPOE) stage 8, and achieving approved performance improvement plan activities.

Description: The CPOE quality assurance system is based on quality methods such as continuous quality improvement and automated child welfare data collection. CPOE is designed to improve child welfare services and outcomes for Ohio families and children through collaboration with the eighty-eight county public children services agencies (PCSA) in the state and the Ohio Department of Job and Family Services (ODJFS). PCSA strengths and opportunities for improvement are supported through the provision of technical assistance by ODJFS/Office of Families and Children (OFC)/Bureau of Child and Adult Technical Assistance (CATA). A complete review of each PCSA using the CPOE system is conducted once every two years. The eighth round of CPOE reviews began in October 2010 and will conclude in September 2012. As of June 30, 2011 twenty-eight CPOE case and on-site reviews have been completed. Seventeen final reports have been issued.

Long-term



STRATEGIES

GOAL 2 Children will grow up safe and healthy.

Develop and initiate a technical assistance plan for child welfare services that supports positive outcomes for families, supports effective decision-making, maximizes the effective utilization of scarce resources, and encourages innovation and improvement.

Description: Ohio recently formed a partnership with the Midwest Child Welfare Implementation Center (MCWIC), one of five federal Child Welfare Implementation Centers established by cooperative agreement with the U.S. Department of Health and Human Services' Children's Bureau. MCWIC and the four other centers help states execute strategic plans to improve the quality and effectiveness of child welfare services. Through the MCWIC partnership, ODJFS is evaluating the technical assistance the agency provides to public and private children services agencies.

TIME FRAME
Long-Term

Enhance the ability of the child support system to locate non-custodial parents.

Description: Enhancements to the Support Enforcement Tracking System (SETS), the computer system that tracks case information to collect and distribute child support funds-will expedite the processing of case-based locate data at the caseworker level. The result will be increased productivity through automation and reduction in delays of processing positive data updates.

Long-term

Implement a transitional step level within Step Up to Quality, (SUTQ), Ohio's voluntary quality rating and improvement system for child care programs.

Description: In order to move to a 4 star system ODJFS will need to modify the quality benchmarks, (standards), revise internal automated systems and tools used during the application process and on-site verification visit, train department staff and communicate changes to the early care and education field. Based on a review of the data, ODJFS believes that the addition of a new step between the current 1 and 2 would recognize and support a program's incremental efforts to increase quality.

Long-term

Develop an "inspection schedule protocol" that provides for achievement of Ohio's statutory mandate for licensing inspection frequency for assessment of health and safety in licensed out of home care; sufficient opportunity for technical assistance and support for all programs in meeting regulatory requirements and achieving higher quality standards; and, concentrated focus on programs that demonstrate lower compliance levels.

Description: Utilize available resources (staff and integrated data/IT systems) in the most efficient and effective manner to meeting mutual goals for child care licensing and Step Up to Quality (SUTQ). A procedure letter is currently being drafted for licensed providers that will detail the protocol and criteria which will be published by the end of this month prior to implementation.

Long-term

Director's Priority – Support and Collaborate with The Governor's Office of Faith Based Initiatives

Description: ODJFS will provide support and collaborate with The Governor's Office of Faith Based Initiatives in the development, implementation and promotion of social philanthropic activities and endeavors that are designed to improve the social and emotional well-being of Ohio's youth.

Mid-term



STRATEGIES

GOAL 3 ODJFS will strengthen Ohio families through the delivery of integrated solutions to temporary challenges.

Director's Priority – Increasing the Timeliness of State Hearings

TIME FRAME
Long-term

Description: Over the past several years, the Bureau of State Hearings has experienced a large increase in the number of hearing requests from individuals receiving benefits and services through county administered programs. At the same time, the Bureau's staffing levels were decreasing through attrition. This has resulted in a large backlog of hearing requests not being processed and completed in a timely manner as required by law. In order to decrease the backlog and increase the timeliness of the hearings, the Bureau is pursuing the following strategies: staffing augmentation; process improvements that streamline the end-to-end hearings process; and implementation of HATS II, a new enhanced computer system.

Director's Priority - Decrease Backlog in the Disability Determinations Unit (DDU)

< 90 days by
July 2012

Description: In order to decrease the DDU backlog the following things have been implemented: Physicians given 24/7 access to 4020 to review cases, double the amount of intermittent nurses to review cases, pulled long-term care nurses out of field to review cases, out-sourced reviewing of cases, and finally changed policy to decrease the number of deferrals to counties. In addition, an RFP will be release in July 2011 for case development that should greatly enhance the programs performance by July 2012.

Implement a knowledge-base software system enhancement with a live chat component to improve customer service to unemployment claimants.

Long-term

Description: A knowledge base software system will provide a centralized repository of ODJFS and unemployment insurance policy information easily accessible to call center agents, with a subset of information available online to claimants. This system enhancement will help ODJFS lower the cost of customer service by reducing repeat calls, call handling times and agent training, and by maximizing the ability of agents to solve problems immediately.

Implement telephonic signature for application of public assistance benefits.

Mid-term

Description: Implementing telephonic signature for application of public assistance benefits will allow applicants to apply for benefits over the phone, without having to visit a county department of job and family services.

Develop and implement the third phase of the Ohio One-Stop System's quality assurance and continuous improvement efforts.

Long-term

Description: The purpose of this initiative is to ensure the employment and training services provided to the public and businesses through the One-Stop System have a consistent level of quality. Continuous improvement efforts are designed to standardize One-Stop functions and simplifying access to services for businesses and job seekers.

Work with counties to implement the Collabor8 Pilot.

Mid-term

Description: Implement a pilot with eight medium and small counties to demonstrate the efficiencies that can be achieved through implementation of county modernization initiatives. Phase 1 of the pilot will focus on utilizing a virtual call center, case banking, centralized document imaging and workflow processes. Phase 2 will focus on data brokering and other improvements identified during Phase 1.



STRATEGIES

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Support the “Information Technology (IT) Smart Consolidation” initiative, where applicable and cost efficient for ODJFS.

TIME FRAME
Long-term

Description: Work with the Ohio Department of Administrative Services to stratify IT services at the enterprise level and deliver them efficiently, with core services provided by a central service agency, common services provided by agency Centers of Excellence, and unique services provided through individual agencies.

Implement Phase 2 of the Online Benefit Application.

Mid-term

Description: In late 2010, ODJFS launched an Online Benefit Application for Food Assistance, Cash Assistance and Medicaid, which allows Ohioans to apply for benefits online, at their local public libraries or wherever they can access an Internet connection. Phase 2 of the Online Benefit Application will allow for cash and food assistance reapplications and interim reports to be signed and submitted electronically. In addition, a case status lookup portal will allow clients to track their benefits, verifications and benefit issuance.

Maximize federal funding of programs. (Decreasing General Revenue Fund spending)

Long-term

Description: Examine cost pools, coding structures and general cost allocation to review for a larger federal draw by decreasing General Revenue Fund spending.

Simplify and ease state budget and accounting procedures. (Beginning & End of state fiscal year due to closing issues)

Long-term

Description: Work with the Ohio Office of Budget and Management to review the state policy of closing accounting operations for several weeks at the end of the state fiscal year. Allow OAKS transactions to continue through the end of the year. Allow more flexibility in funding, and decrease the number of line items to make line items with a broader program purpose. Work within ODJFS to simplify Workforce Investment Act grant administration.

Explore new strategies to reduce cost per case.

Long-term

Description: Consider all options for ways to reduce costs while maintaining services, including modernization and/or centralization of service delivery, decreasing duplication, and leveraging technology.

Decrease Medicaid-Only Child Support Referrals.

Mid-term

Description: Reduce Medicaid applications processed by the counties to those with existing child support obligations. Increase matching criteria to include all Medicaid-related cases to support additional reimbursements to Medicaid from existing child support obligations that should be assigned. Reduce case universe of Medicaid-Only recipients who do not wish to pursue child support services.



STRATEGIES

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DIRECTOR'S IT PRIORITIES

Medicaid Information Technology System (MITS)

TARGET
8/2/2011

Description: The Medicaid Information Technology System (MITS) phase 1 will modernize Medicaid IT by implementing rules-based claims adjudication, which will add efficiencies to Medicaid administrative operations for ODJFS and Medicaid service providers.

Document Generation - Child Support

1/31/2012

Description: Implementing a DGS will allow the program office to create and update federal and state-mandated forms and publications without having to rely on technical staff resources. In addition, this system would allow county staff to develop their own county-designed forms that can be populated with state data for local program initiatives. It would reduce IT labor and contract costs by allowing state and county users to create and modify document templates necessary to support program activities.

Child Support Web Portal

12/31/2011

Description: The Child Support Customer Service Web Portal will integrate child support information from multiple sources to provide stakeholders with on-demand information about the state of Ohio child support program, along with case specific information for child support customers.

County Finance Information System (CFIS) Web Project

6/30/2012

Description: The CFIS Web Project transitions ODJFS and county users to a web based application framework to manage financial expenditures. CFIS will provide county agencies with a more efficient and effective financial information management system that is web-based and centrally managed. This new system will improve financial coordination between the state and partner agencies.

Child Care Time & Attendance

1/1/2012

Description: ODJFS will deliver an automated time and attendance system that will provide a highly accurate record of the time a child spends in a child care provider's care. This will improve operational efficiencies for child care providers, county departments, and the state.

Ohio Means Jobs (OMJ)

9/22/2011

Description: Includes the development of a data mining tool allowing state staff to provide data about the talent and skills of Ohioans in particular parts of the state; "pushing" job opportunities to unemployment insurance claimants that are matched to their skills.

Employer Resource Information Center (ERIC)

10/31/2011

Description: Implement a modernized system for processing unemployment compensation taxes to effectively and efficiently accept reporting, bill employers, accept payments and process refunds, collect monies due, track employer records, assure employer compliance with the law, and provide customer support to assist employers in meeting their legal obligations.



STRATEGIES

GOAL 3 ODJFS will strengthen Ohio families through the delivery of integrated solutions to temporary challenges.

DIRECTOR'S IT PRIORITIES CONTINUED

Statewide Automated Child Welfare Information System (SACWIS)

TARGET
11/30/2012

Description: ODJFS will also implement a technical upgrade of Ohio's child welfare system. The upgrade improves the lifespan and maintainability of the system. SACWIS is currently operating with software and hardware that are no longer supported. The scope of this project is to bring the software and hardware to current levels of support. SACWIS provides quick access to reliable data to support decision making and case planning activities at the case, county and state levels.

HHS Data Brokering

Discovery
Stage

Description: ODJFS will implement significant cost and process efficiencies through a data brokering service. This service will enable staff with the ability to access client information residing within local, state, and federal entities as they provide services to clients.

Document Imaging and Workflow System

Discovery
Stage

Description: ODJFS will streamline administrative processes and business operations to reduce costs and improve public service efficiencies through the delivery of a document imaging and workflow system.

Web based RMS

Completed

Description: The Web Based Random Moment System Sampling (RMS) project transitions ODJFS and County users to a web based application framework that generates accurate statistics of agency work in order to allocate cost pools for the local agencies. Real-time edit checks for appropriate coding combinations (program/activity) are included in order to ensure data integrity.